

King County

**Strategic Technology Plan
2003 - 2005
(Revised)**

September 2002

King County Strategic Technology Plan

Table of Contents

EXECUTIVE SUMMARY	3
OVERVIEW OF THE REVISED PLAN	3
DOCUMENT ORGANIZATION	4
BACKGROUND	5
HISTORY	5
DEVELOPING THE COUNTY’S STRATEGIC TECHNOLOGY PLAN	5
<i>The Guiding Principles</i>	6
<i>The Consultant’s Report</i>	6
DEPARTMENT FEEDBACK	7
<i>Department Concerns</i>	7
<i>Recommendations</i>	8
<i>Support of the Plan</i>	8
ECONOMIC CONSTRAINTS - FISCAL CRISIS	9
TECHNOLOGY GOVERNANCE ENDORSEMENT	9
OVERVIEW OF THE REVISED PLAN	11
THE STRATEGIC TECHNOLOGY PLAN 2003-2005 (REVISED).....	12
1. INVESTMENT CRITERIA	12
<i>Strategic Investments</i>	12
<i>Infrastructure and Operational Investments</i>	12
2. PRIORITY STRATEGIES	13
<i>Law, Safety, and Justice Integration</i>	13
<i>Business Continuity</i>	14
<i>Information Security and Privacy</i>	14
<i>Information Security and Privacy</i>	15
<i>Network Infrastructure Optimization</i>	16
<i>E-Commerce</i>	17
3. APPROACH FOR ADDRESSING REMAINING STRATEGIES	18
LIST OF APPENDICES	20
APPENDIX A – OFFICE OF INFORMATION RESOURCE MANAGEMENT CODE.....	21
APPENDIX B – TECHNOLOGY GOVERNANCE CODE AND MEMBERSHIP	22
APPENDIX C – KING COUNTY TECHNOLOGY GUIDING PRINCIPLES	25
APPENDIX D – MOTION #11482 - ENDORSING THE STRATEGIC TECHNOLOGY PLAN’S GUIDING PRINCIPLES	26
APPENDIX E – NAVIGATING THE FUTURE - KING COUNTY STRATEGIC TECHNOLOGY PLAN 2002	27
APPENDIX F – STRATEGIC ADVISORY COUNCIL ENDORSEMENT PRESENTATION, SEPTEMBER 5, 2002 (REVISED)	28

King County Strategic Technology Plan

Executive Summary

In May 2002, the county received the report Navigating the Future: King County Strategic Technology Plan 2002 under a contract with the consulting firm of Moss Adams, LLP. The work involved in developing the consultant's report included an extensive review and assessment of the county's technology environment. Based on the findings from the assessment, the consultant made a series of recommendations to improve the county's information technology operations over the next 3 years to support the delivery of services. However, the approach recommended for implementing the strategies involved extensive use of consulting services over a short time period. Given the county's current fiscal crisis, an alternative approach to implementing the consultant's recommendations and achieving the benefits outlined by the consultant was developed by the Chief Information Officer. The alternative approach was endorsed by both the Business Management Council and the Technology Management Board.

In their September 5, 2002 meeting, the county's Strategic Advisory Council, as part of their advisory role in the technology governance, reviewed and endorsed the alternative approach, subject to the condition that the King County Executive take the lead to get the county's separately elected officials to agree on an approach to identify internal resources to work on those strategies that are not funded. The condition was made because the Strategic Advisory Council recognized that, while all the strategies recommended in the consultant's report are important to improve and support the county's ability to manage technology investments, the county cannot afford the consulting resources to move as quickly as recommended. The Strategic Advisory Council also requested several changes to the alternative approach; those changes have been incorporated into the revised plan, presented in this document.

Overview of the Revised Plan

The revised plan has three components:

1. **Investment Criteria** - The investment criteria will guide the technology governance in the approval of both strategic and infrastructure/operational information technology investments.
2. **Priority Strategies**
The consultant's report called out 23 individual strategies to improve information technology at King County. The technology governance determined that all 23 strategies are important, but five were identified as priority strategies for which funding should be proposed. The five priority strategies are:
 - Law, Safety, and Justice Integration
 - Business Continuity
 - Information Security and Privacy
 - Network Infrastructure Optimization
 - E-Commerce

King County Strategic Technology Plan

3. Approach for Addressing Remaining Strategies

The remaining 18 strategies will be addressed using existing department resources. They are all important to the success of the King County Strategic Technology Plan, but given current economic conditions, they will be addressed based on the level of resources made available by the departments as part of the work program of the technology governance.

Document Organization

The first section of this document is a brief background section containing an historical review of the county's technology planning and governance followed by a section that discusses the work done that laid the foundation for this revised plan. The three components of the revised plan outlined above are detailed in the final section of this document. Additional supporting materials are provided in the Appendices, including a link to the consultant's report that contains extensive documentation of the assessment and findings that support the recommended strategies, which can be found on the King County web site using the Internet address in Appendix E - Navigating the Future - King County Strategic Technology Plan 2002.

King County Strategic Technology Plan

Background

This section provides a brief discussion of the history of the county's strategic technology planning efforts and describes recent work related to developing the current King County Strategic Technology Plan 2003-2005 (Revised).

History

In 1995, the county contracted with KPMG Peat Marwick to develop a countywide technology plan. Every county agency was included in the consultant's work and technology bonds were sold to provide funding to implement the plan's recommendations.

At that time, the county developed a technology governance structure to provide visibility to many of the technology capital projects funded from the technology bond funds, but did not provide for a central oversight function and did not provide a countywide forum from which to view all county information technology resources.

The County Council, in both the 1999 and 2000 annual budget ordinances, required the Executive to develop a long-range strategic technology plan. The results of those planning efforts were not satisfactory to the County Council and in December 2000 the County Council created the Office of Information Resource Management to plan and provide oversight of the deployment of information technology countywide (Ordinance #14005). This ordinance also created the position of Chief Information Officer to head the office (see Appendix A for the relevant King County Code sections).

In July 2001, the County Council in cooperation with the Executive, created and adopted a new information technology governance structure (Ordinance #14155), establishing the Strategic Advisory Council, the Business Management Council, the Technology Management Board and the Project Review Board. The purpose of these groups is to advise the Chief Information Officer in the establishment of countywide policies for information technology planning and management and to provide central oversight for technology investments. The membership and responsibilities of each group is presented in Appendix B – Technology Governance in King County Code, and Membership.

Also in July 2001, the County Council approved the Executive's appointment of David Martinez as the County's Chief Information Officer and the Office of Information Resource Management began work to set up the office with charters, procedures, work programs and priorities for the technology governance.

Developing the County's Strategic Technology Plan

The development of the county's Strategic Technology Plan proceeded in several stages so the technology governance and County Council approvals could be sought at the appropriate time before proceeding to the next stage of plan development. The county,

King County Strategic Technology Plan

led by the Office of Information Resource Management, hired Moss Adams, LLP to lay the foundation for the plan through intensive document reviews and interviews of county staff and management. While the consultant's fact-finding, assessment, analysis and strategy development was underway; the Office of Information Resource Management led an effort to develop Guiding Principles that would provide a policy framework for managing technology investments. The technology governance and later, the County Council, endorsed the Guiding Principles which were subsequently included in the consultant's report. The consultant completed their report and it was presented to the technology governance for their review.

The Chief Information Officer solicited feedback and recommendations from all county departments on how the county should use the consultant's report. Based on the feedback received and given the fiscal crisis facing the county, the Chief Information Officer developed a recommended course of action as an alternative approach to addressing the deficiencies and findings presented in the consultant's report that used fewer consulting services and relied more heavily on county staff over a longer time period. The technology governance groups reviewed and endorsed a revised version of the alternative approach. The revised version is contained in this document and will be presented to the County Council for their review and approval to obtain the highest level of county support and commitment to ensure the success of the plan.

The remainder of this section provides additional details on the various stages of plan development as summarized above.

The Guiding Principles

The Guiding Principles, developed by the technology governance and included in the consultant's report were reviewed and endorsed by the Strategic Advisory Council on April 17, 2002 as a policy framework to promote a standard and cost effective approach to delivering and operating information technology, to achieve the goals of improving: efficiency, public access to our government, customer service, and transparency and accountability for decisions (see Appendix C).

The Guiding Principles were presented to the Labor, Operations and Technology Committee of the County Council on July 23, 2002, and endorsed by the County Council on July 29, 2002 (Motion #11482, see Appendix D). The 2003 Information Technology budget initiatives were reviewed against the Guiding Principles.

The Consultant's Report

In November 2001, King County contracted with the consulting firm Moss Adams, LLP to develop a strategic technology plan. The consultant worked with all county agencies in an intensive effort to gather information about the county's business operations, to assess the county's technology environment and to make recommendations to address the county's deficiencies. Their report was completed in May 2002.

King County Strategic Technology Plan

The consultant developed their report in three phases: fact-finding and assessment, analysis, and plan development. The first phase involved gathering documents from across the county on current information technology operations and investments, surveying and interviewing management and technology staff from every department, and compiling a set of business findings and technical assessments. The consultant analyzed the assessment findings and reviewed the business goals and needs. 23 strategies were then developed to address the major findings, needs, and business goals.

The report contains the following:

- **Vision** – an image of the future in terms of technology, functionality, structure, and use.
- **Guiding Principles for Information Technology** – as developed and approved by the technology governance, a policy framework to promote a standard and cost effective approach to delivering and operating information technology to achieve the goals of improving: efficiency, public access to our government, customer service, and transparency and accountability for decisions.
- **Business Environment** – strategic business goals and objectives, directions and opportunities, and strategic issues developed through interviews with the agencies and an analysis of agency business plans.
- **Technology Environment** – an assessment of the condition of the county's technology environment.
- **Strategies** – specific strategies that address the needs of the business environment and deficiencies of the technical environment, in alignment with the Guiding Principles.

The consultant's report identified the issues that need to be addressed by King County to bring the use of technology up to best practices. The consultant's extensive experience with many local governments and private industry provided the basis for their recommendations for King County, and their report identifies an approach for making recommended improvements. Proposed high-level work plans with schedules and resources for implementing the 23 strategies were included in the consultant's report.

Department Feedback

Department feedback was solicited by the Chief Information Officer on the final report as delivered by the consultant. The departments identified concerns they had about the report and presented their recommendations. They were also asked if they supported the report. The following is a summary of the department feedback.

Department Concerns

- When asked about the consultant's recommended Strategic Technology Plan, two-thirds (67%) of governance members were concerned whether agreement from the county's separately elected officials could be obtained on the plan's priorities, funding, and adoption. In other words, will this plan be the county's guide for future technology decisions or just another plan?

King County Strategic Technology Plan

- Beyond this global issue, centralization of IT services was another key topic of discussion (67%). Typically, this concern was about departments losing control over their technology services, resulting in unmet needs and poor service.
- Almost half of the departments were concerned about how the plan would be funded (47%), given the high cost estimate to accomplish all 23 strategies presented in the consultant's recommended plan and the county's current fiscal crisis.
- Along this same line, concern was expressed about restarting the effort to replace the county's financial systems with a single integrated system (20%), in particular, the funding of the effort and whether the county could be successful with the project.
- Departments also expressed concern about the strategy promoting off-the-shelf software (33%) instead of the county building custom software. Typically, respondents said that the uniqueness of the county's business operations would not fit well with purchased software.
- Lastly, concerns about items missing from the plan were identified in two general areas: two-thirds (67%) of the departments said that tactical details for the implementation are missing from the plan's strategies, and almost half of the departments interviewed (47%) said the plan did not include strategies specifically geared towards their department.

Recommendations

- Recommendations focused on providing the Chief Information Officer with implementation details to support the plan's strategies (80%), ranging from a particular service to technology management. There is a relationship between the high number of departments providing implementation recommendations to the Chief Information Officer and those expressing concerns that tactical details for the plan's strategies and specific strategies for their department are missing from the plan.
- Almost half of the departments (47%) wanted to make sure their voices would be heard in the future as the plan's strategies are implemented.

Support of the Plan

- Almost all departments support the plan, with 80% responding "yes" when asked if they support moving the plan forward, with the concerns identified above.
- An additional 13% responded, "yes, with major concerns."
- Only one department (7%) did not support the plan, saying that the plan does not meet their department's needs.

King County Strategic Technology Plan

Economic Constraints - Fiscal Crisis

The following economic conditions have been identified as constraints on the county's ability to implement the consultant's recommended approach:

- General economic downturn/recession
- Annexations and Incorporations have reduced the county's tax base without substantially reducing the county's responsibilities
- Costs of providing county services have grown faster than the rate of inflation
- Voter-approved initiative 747 limits property tax growth (the county's single largest revenue source for general government and criminal justice services)
- State law changes have reduced county revenues for public health and criminal justice services but no responsibilities have changed
- Limits on the county's tax authority limits the county resources available

Technology Governance Endorsement

The Technology Management Board and the Business Management Council of the technology governance reviewed the consultant's report, the department feedback, and the Chief Information Officer's recommended alternative approach to implementing the 23 recommended strategies in the consultant's report. Both groups, in a joint meeting on August 27, 2002, endorsed moving the alternative approach forward as the revised Strategic Technology Plan.

The revised Strategic Technology Plan was presented to the Strategic Advisory Council on September 5, 2002. They endorsed the plan and directed the Chief Information Officer and the Executive to submit it to the County Council for review and approval.

The Strategic Advisory Council unanimously endorsed the plan, with the following two conditions:

- Separately elected officials agree on an approach to identify internal resources for those strategies not funded.
- The Executive takes the lead in addressing the above.

The Strategic Advisory Council also provided the following recommendations:

- Regarding those departments who voiced concern over using off-the-shelf software, the Strategic Advisory Council advised that the county use off-the-shelf software where possible and not customize it, but instead, modify business processes to best practices in order to take full advantage of the software, speed delivery, and improve the chances of success. It was also noted that subsequent vendor upgrades would be less expensive to implement if there are fewer customizations in the initial implementation.
- In general, the county should move toward more standardization and less variation and customization of technology.

King County Strategic Technology Plan

- Security should be integrated into all operations countywide, not just addressed as a single information technology issue.

The proposed approach used to obtain Strategic Advisory Council endorsement is contained in Appendix F - Strategic Advisory Council Endorsement Presentation, September 5, 2002 (Revised).

King County Strategic Technology Plan

Overview of the Revised Plan

This revised Strategic Technology Plan, with the consultant's report provided as an attachment, addresses the funding concerns identified by the technology governance and the reality of King County's financial condition. There are 3 components of the revised Plan, briefly described below with details provided in the next section:

1. Investment Criteria

Investment criteria were developed as a direct result of the economic conditions of the county. These criteria will guide the technology governance, particularly the Project Review Board, as they review and approve future technology investments. There is a set of criteria for strategic investments and additional criteria for infrastructure and operational investments.

2. Priority Strategies

The consultant's report called out 23 individual strategies to improve information technology at King County. The technology governance determined that all 23 strategies are important, but five were identified as priority strategies for which funding should be proposed. The five priority strategies are:

- Law, Safety, and Justice Integration
- Business Continuity
- Information Security and Privacy
- Network Infrastructure Optimization
- E-Commerce

3. Approach for Addressing Remaining Strategies

The remaining 18 strategies will be addressed using existing department resources. They are all important to the success of the King County Strategic Technology Plan, but given current economic conditions, they will be addressed based on the level of resources made available by the departments as part of the work program of the technology governance.

The next section provides further details regarding the 3 components of the county's Strategic Technology Plan as revised.

King County Strategic Technology Plan

The Strategic Technology Plan 2003-2005 (Revised)

The three components of the Strategic Technology Plan 2003-2005 (Revised) are detailed in this section.

1. Investment Criteria

The investment criteria will guide the technology governance in the approval of both strategic and infrastructure/operational information technology investments.

Strategic Investments

Strategic investments provide for the long-term ability to effectively manage information technology.

- Each department should have an Information Technology Plan aligned with a Business Plan and the King County Strategic Technology Plan
- The technology governance will facilitate the implementation of countywide technology strategic priorities
- Investments will be prioritized for funding consideration as part of the Project Review Board's work program
- Investments should address one or more of the following:
 - Enable the county to achieve defined strategic business objectives
 - Provide for critical and essential health or life-saving services to citizens
 - Streamline business operations using cost-effective technology
 - Achieve direct cost savings over the cost of current operations
 - Leverage existing investments
 - Provide technology to meet federal and state mandates

Infrastructure and Operational Investments

Infrastructure and operational investments implement tactical plans based on department's Information Technology Plan.

1. Investments should use competitive procurement processes to bundle purchases across agencies to achieve economies of scale
2. Investment in information technology operations should be limited to:
 - Repairing or replacing defective or failing systems
 - Achieving cost-effective compliance with legally-mandated, vendor support, or licensing requirements
 - Upgrades or replacements that will result in documented cost savings
 - Preventing disruption to business operations
 - Accommodating employee special needs (e.g., ADA compliance)

King County Strategic Technology Plan

2. Priority Strategies

This section describes the five priority strategies that are proposed for funding.

Law, Safety, and Justice Integration

Description

Streamline justice agency operations, and improve public safety, through the improved access to and management of criminal case information

Urgency

- Inability to control back-office operational costs
- Emerging requirements for effective public safety
- External factors (e.g., homeland security, regional initiatives, etc.)

Approach

- Initiate and fund a centralized program structure
- First phase requires comprehensive analysis and design effort
- Implementation plan will involve incremental sub-projects targeted to address specific business opportunities

Outcomes

- Cost reductions associated with eliminating redundancies in information management
- Increased capabilities for local and regional public safety efforts

Expectations/Assumptions

- Requires a high level of commitment by county leadership
- Likely middleware solution will be deployed within existing technical infrastructure

King County Strategic Technology Plan

Business Continuity

Description

Establish and implement a countywide business continuity plan for critical operations

Urgency

There is no information technology business continuity plan in place to support mission critical operations in the event of an emergency or a disaster

Approach

The countywide business continuity plan will be addressed in two phases:

- Phase 1: Coordinate with the Emergency Management Center to include information technology infrastructure in their plan; Identify critical business operations; Obtain countywide decisions from the Executive; Incremental implementation supporting the plan
- Phase 2: Complete incremental implementation for critical operations as identified in the plan; Define countywide disaster recovery, contingency planning, and business resumption for all information technology systems

Outcomes

- Phase 1: In first 12 months, develop and begin implementing plan for critical operations and conduct one simulation in coordination with Emergency Management Center
- Phase 2: 2004-2005 complete implementation for critical operations; Countywide disaster recovery, business continuity, and business resumption plans in place

Expectations/Assumptions

- Commitment and participation by all agencies to support this effort
- Co-implementation responsibilities with Emergency Management Center
- Executive will make decisions on what constitutes critical operations

King County Strategic Technology Plan

Information Security and Privacy

Description

Secure county information and systems by making employee security and privacy protection roles clear, providing for training and awareness, and implementing policies, procedures, and improvements

Urgency

- No countywide plan exists to address current information technology security and privacy protections deficiencies such as: incomplete policies, standards, and oversight
- The county is at risk due to lack of clarity of roles and responsibilities for information technology security and privacy protection

Approach

- Conduct assessment and identify critical deficiencies
- Develop information security and privacy protection training plan and conduct in 2003
- Develop guidelines for roles and responsibilities
- Incremental implementation for critical deficiencies in 2003, others in 2004-2005
- Develop an organizational model for the county

Outcomes

- All employees will know their roles and duties related to information technology security and protection of privacy rights
- Policies, standards, and improvements in place to address information technology security and privacy rights protection deficiencies (for example, compliance with HIPAA regulations and responding to Homeland Security)

Expectations/Assumptions

- Commitment and participation by all agencies
- The Executive will approve the Security and Privacy Protection Plan for the county
- Continuously communicate progress to agencies

King County Strategic Technology Plan

Network Infrastructure Optimization

Description

Develop a strategic plan to optimize the existing network infrastructure (KC-WAN, Telecommunications, and the Institutional Network) with a phased implementation plan as follows: immediate opportunities, operational efficiencies and convergence.

Urgency

- Cap expenditure growth trend on network costs
- Identify savings opportunities
- No management plan in place

Approach

- Develop a work program that identifies immediate cost savings opportunities
- Conduct pilots (unified messaging and other proof of concept efforts)
- Conduct an operational assessment
- Develop a business case
- Develop a plan and design for converging existing voice, data and video networks
- Implement the plan in incremental projects

Outcomes

- Assessment findings report and pilot evaluation report
- Strategic Network Optimization Plan & Design report
- Business case followed by incremental implementations

Expectations/Assumptions

- Findings from pilot evaluations to validate and inform design options
- Renegotiate and leverage off existing vendor contracts for savings opportunities
- Decrease dependence on vendors and increase dependence on county assets
- Maximize existing county owned resources (fiber, facilities, etc.)

King County Strategic Technology Plan

E-Commerce

Description

Deliver e-commerce services that are accessible, fast, reliable, secure, and cost-effective and will streamline services to the public

Urgency

Public expects government services to be available online

Approach

- Pilot e-commerce services in 3 or 4 business areas
- Deploy agency e-commerce services based on a sound business case for each

Outcomes

- E-Commerce pilot projects completed and lessons have been learned
- E-Commerce policies, standards, and guidelines are established
- E-Commerce utility is in place and ready for agency deployments

Expectations/Assumptions

- Successfully utilize the State of Washington's digital government infrastructure, tools, and contracts
- Provide 24/7 online services without increasing complexity and cost of business operations

King County Strategic Technology Plan

3. Approach for Addressing Remaining Strategies

Description

Addresses priorities by implementing within existing resources to be prioritized through the technology governance

Urgency

The consultant's report identified many deficiencies, such as:

- Lack of standardized infrastructure, hardware, applications software
- Lack of uniform approach to integration and data management
- Heavily customized applications that are difficult to maintain
- Lack of performance measurement, designs, plans, and project management capabilities
- Lack of service agreements, help desk coordination, and asset management

Approach

- Address as part of the technology governance agenda and develop plans to address the highest priorities first
- Incremental implementations as resources are made available

Outcomes

- Work program to address deficiencies
- Realized benefits as called out in the consultant's report

Expectations/Assumptions

- Incremental plan development and implementation are dependent on resources being made available for the technology governance process

The diagram on the following page lists the 18 strategies and a preliminary approach to the timing, phases, and outcomes of each strategy.

King County Strategic Technology Plan

The following diagram identifies the remaining 18 strategies from the consultant's report that weren't specifically proposed for funding in the 2003 budget. They will be prioritized by the technology governance and will be addressed based on the resources that are made available. The Executive will work with the separately-elected officials to identify the resources required to address these strategies as directed by the Strategic Advisory Council.

Strategies		2003	2004	2005
Operations	Reorganize Technology Functions - D4	Operational assessment, Business case	Implement decisions	Evaluate & measure results
	Enterprise Applications - C9	Quantifiable business case	Implement decisions	Evaluate & measure results
	Hardware Consolidation - C5		Opportunity analysis, Business case	Business case, Incremental implementation
	Help Desk - A2		Operations model, Business case	Business case, Implement decisions
Architecture	Standardize Technology - C1	Develop standard architecture & portfolio	Develop transition plan	Incremental implementation
	Web-based Technology - C2		Develop standard architecture & portfolio	Develop transition plan
	Intranet/Extranet - A5		Develop standard architecture & portfolio	Develop transition plan
	Commercial Applications - C4		Develop & implement policy & guidelines	Adhere to policies & guidelines
	Enterprise Data Mgmt - C7		Develop framework	Business case, Implement decision
	Application Integration - C3		Enterprise integration plan & guidelines	Approve & adopt plans & guidelines
Management	Performance Measurement - D1	Develop model, templates, & guidelines	Implement	Implement
	Develop Technology Plans - D2	Develop methodology & guidelines	Implement methodology & guidelines	Adhere to methodology & guidelines
	Project Management - D3	Develop methodology & guidelines	Implement methodology & guidelines	Monitor for compliance
	Service-Level Agreements - A1	Develop methodology & guidelines	Implement methodology & guidelines	Adhere to methodology & guidelines
	Digital Academy- A3	E-Commerce pilot participation	Countywide training program	Countywide training program
	Asset Management - B1		Develop methodology & guidelines	Implement methodology & guidelines
	Standard Operating Procedures - B2		Develop methodology & guidelines	Implement methodology & guidelines
	Specialized Training - D5		Identify critical needs, Incremental impl.	Incremental implementation

King County Strategic Technology Plan

List of Appendices

Each Appendix is a document or provides a link to the relevant document.

Appendix A. **Office of Information Resource Management** in King County Code

Appendix B. **Technology Governance** in King County Code, and Membership

Appendix C. **King County Technology Guiding Principles**

Appendix D. Motion #11482 - **Endorsing the Strategic Technology Plan's Guiding Principles**

Appendix E. **Navigating the Future - King County Strategic Technology Plan 2002**
by Moss Adams, LLP

Appendix F. **Strategic Advisory Council Endorsement Presentation**,
September 5, 2002 (Revised)

King County Strategic Technology Plan

Appendix A – Office of Information Resource Management Code

(King County 12-2001)	ADMINISTRATIVE OFFICES AND EXECUTIVE DEPARTMENTS	2.16.0755 - 2.16.0758	2.16.0755
<p>2.16.0755 Office of information resource management – chief information officer. The office of information resource management shall be directed by a chief information officer (CIO). The CIO shall be appointed by the executive and confirmed by the council. The CIO shall report to the county executive and advise all branches of county government on technology issues. The CIO shall report to the county administrative officer on administrative and management matters. The CIO shall provide vision and coordination in technology management and investment across the county. The CIO shall attend regularly executive cabinet meetings as a non-voting member and advisor on technology implications of policy decisions. The CIO shall meet regularly with business managers for the assessor, council, prosecutor, superior court, district court and sheriff to advise on technology implications of policy decisions. The CIO shall advise all county elected officials, departments and divisions on technology planning and project implementation. The duties of the CIO also shall include the following:</p> <ul style="list-style-type: none"> A. Overseeing the information technology strategic planning office and production of a county information technology strategic plan; B. Overseeing the central information technology project management office and monitoring of approved technology projects; C. Recommending business and technical information technology projects for funding; D. Recommending technical standards for the purchase, implementation and operation of computer hardware, software and networks; E. Recommending countywide policies and standards for privacy, security and protection of data integrity in technology infrastructure, electronic commerce and technology vendor relationships; F. Recommending information technology service delivery models for the information and telecommunications services division and the county's satellite information technology centers; G. Managing the internal service fund of the office of information resource management; and H. Providing annual performance review to the executive and council. (Ord. 14199 § 16, 2001: Ord. 14005 § 3, 2000). 			
<p>2.16.0756 Office of information resource management – chief information officer – convening of information technology security steering committee. Within three months of his or her confirmation by the council, the chief information officer shall convene an information technology security steering committee to consider and make recommendations regarding issues of privacy and security relating to the use of technology. (Ord. 14005 § 5, 2000).</p>			
<p>2.16.0757 Office of information resource management – information technology strategic planning office. The office of information resource management shall include an information technology strategic planning office ("strategic planning office"). The strategic planning office shall report directly to the chief information officer. The strategic planning office shall:</p> <ul style="list-style-type: none"> A. Produce an information technology strategic plan with annual updates for annual council approval. The plan should include: <ul style="list-style-type: none"> 1. A section that includes: <ul style="list-style-type: none"> a. text describing, for individual planning issue areas, the current environment, strengths, weaknesses, opportunities and challenges, as appropriate; b. a list of recommended objectives, with description as appropriate; and c. a list of implementation steps intended to achieve these recommended objectives, with description as appropriate; 2. A prioritized list of proposed business and technical information technology projects; 3. Standards for the purchase, implementation and operation of computing hardware, software and networks; 4. Policies and standards for privacy, security and protection of data integrity in technology infrastructure, electronic commerce and technology vendor relationships; 5. Appendices supporting the recommendations with empirical data; and B. Strikeout and underlined revisions that retain the framework of the previous plan's structure when the plan is updated; and B. Support the work of countywide planning committees that coordinate business and technical needs for information technology investments. (Ord. 14005 § 4, 2000). 			
<p>2.16.0758 Office of information resource management – central information technology project management office. The office of information resource management shall include a central information technology project management office ("project management office"). The project management office shall report directly to the chief information officer. The project management office shall:</p> <ul style="list-style-type: none"> A. Develop criteria for determining which information technology projects should be subject to central monitoring by the project management office; B. Develop a process for information technology project initiation, including submittal of a business case analysis; C. Develop requirements for the components of the business case, such as, but not limited to, the linkage to program mission or business plan or cost-benefit analysis; D. Set parameters for acceptable conditions and terms of information technology vendor contracts with county agencies; E. Establish project implementation reporting requirements to facilitate central monitoring of projects; F. Review the information technology project initiation request, including business case analysis, to ensure that materials contain all required components, have substance and are backed by documentation; G. Monitor projects during implementation; H. Approve the disbursement of funding for projects that meet the criteria for project management as established in K.C.C. 2.16.0758A; I. Recommend budgetary changes to the executive and council as appropriate during each phase of project implementation; J. Recommend project termination to the executive and council as appropriate; and K. Conduct postimplementation review documenting strengths and weaknesses of the implementation process and the delivery, or lack thereof, of either cost savings or increased functionality, or both. (Ord. 14005 § 6, 2000). 			
<p>2.16.07581 Definitions - Ordinance 14155. A. Annual technology report: a report of the status of technology projects as of the end of the prior year pursuant to K.C.C. 2.16.0755.</p> <ul style="list-style-type: none"> B. Integration: technical components and business philosophies that bring together diverse applications from inside and outside the organization, to streamline and integrate business processes within an organization and with outside partners. C. Interoperability: the ability of two or more hardware devices or two or more software routines to work together. D. Long-term: a planning horizon of over three years out. E. Mid-term: a planning horizon of two to three years. F. Short-term: a planning horizon of one to two years. G. Strategic: Likely to be more than three years out; necessary for achieving the planned effect desired. H. Information technology strategic plan: a report that provides a vision and coordination of technology management and investment across the county pursuant to K.C.C. 2.16.0757A. I. Technology business plan: an annual plan for the next year's technology operations and proposed projects; intended to align with individual agency's business plans and budget requests and the countywide standards and policies and direction as set forth in the strategic information technology plan. (Ord. 14155 § 1, 2001). 			

King County Strategic Technology Plan

Appendix B – Technology Governance Code and Membership

2.16.07582 Strategic advisory council. A. The strategic advisory council is hereby created. The council shall act in an advisory capacity to the county's chief information officer in developing long-term strategic objectives for information technology deployment countywide. The members shall be: the King County executive, two representatives of the King County council's choosing, the King County sheriff, the King County prosecuting attorney, the King County assessor, the King County chief information officer, the presiding judge of the King County superior court, the presiding judge of the King County district courts, an external advisor from the private sector to be selected by the chair and the chief information officer, and an external advisor from the public sector to be selected by the chair and the chief information officer.

- B. The strategic advisory council shall:
 - 1. Develop and recommend strategic objectives for information technology deployment countywide;
 - 2. Review business application proposals for their alignment with adopted strategic objectives;
 - 3. Review technology program proposals for their alignment with adopted strategic objectives; and
 - 4. Review and endorse the information technology strategic plan and all updates to it.
- C. The King County executive shall serve as the chair of the strategic advisory council.
- D. Formal votes shall be taken and recorded on all recommendations and endorsements.
- E. Members of the strategic advisory council shall serve without compensation. (Ord. 14155 § 2, 2001).

2.16.07583 Business management council. A. The business management council is hereby created. The council shall act in an advisory capacity to the county's chief information officer in developing short-term, mid-term and strategic business objectives for information technology at the agency level and in recommending business application proposals for funding. The members shall be: the King County chief information officer, the King County deputy executive, and agency deputy directors or business managers chosen by each agency's director and familiar with that agency's business and operations.

- B. The business management council shall:
 - 1. Review business application proposals made by individual members, groups of members, or ad hoc committees;
 - 2. Assess short-term, mid term and strategic value of business application proposals;
 - 3. Assess short-term, mid-term and strategic impact and risk of business application proposals;
 - 4. Assess alignment of business application proposals with adopted strategic objectives;
 - 5. Identify sponsorship for business application proposals;
 - 6. Recommend business application proposals for funding and for inclusion in the technology business plan and the information technology strategic plan;
 - 7. Review and endorse the technology business plan; and
 - 8. Review operations management issues as needed.
- C. The King County chief information officer shall serve as the chair of the business management council.
- D. The business management council may convene such additional ad hoc committees as are determined to be necessary by the business management council to focus on specific topics or to address the needs of a logical group of agencies. These committees shall review topics and report findings to the business management council.
- E. Formal votes shall be taken and recorded on all recommendations and endorsements.
- F. Members of the business management council shall serve without compensation. (Ord. 14155 § 3, 2001).

2.16.07584 Technology management board. A. The technology management board is hereby created. The board shall act in an advisory capacity to the county's chief information officer on technical issues including policies and standards for privacy and security, applications, infrastructure and data management. The members shall be: the King County chief information officer and agency information technology directors or managers chosen by each agency's director and familiar with that agency's technology needs and operations.

- B. The technology management board shall:
 - 1. Review the strategic objectives recommended by the strategic advisory council and assess the ability of the technology infrastructure to support them;
 - 2. Review the business objectives and business application proposals recommended by the business management council and assess the ability of the technology infrastructure to support them;
 - 3. Develop technology program proposals which support the strategic and business objectives of the county;
 - 4. Develop technology program proposals which promote the efficient operation and management of technology infrastructure, applications and data;
 - 5. Recommend technology program proposals for funding and for inclusion in the technology business plan and the information technology strategic plan;
 - 6. Develop and recommend the King County annual technology report; and
 - 7. Develop and recommend standards, policies and procedures for infrastructure, applications deployment, data management and privacy and security.
- C. The King County chief information officer shall serve as the chair of the technology management board.
- D. The chief information officer shall establish the following teams with chairs to be selected by the chief information officer to assist the board in carrying out its duties:
 - 1. Privacy and security team. The privacy and security team shall review and recommend additions and revisions to the county's policies and standards on privacy, security and protection of data integrity in technology infrastructure, electronic commerce and technology vendor relationships. The privacy and security team shall recommend changes and improvements to the technology management board;
 - 2. Application and data team. The application portfolio team shall review the county's applications and data inventory, policies, standards and investments and recommend changes and improvements to the technology management board;
 - 3. Infrastructure team. The infrastructure team shall review the county's infrastructure inventory, policies, standards, and investments and recommend changes and improvements to the technology management board; and
 - 4. Finance and budget team. The finance and budget team shall review budgets and cost benefit analyses related to all technology program funding requests and recommend these requests or changes to these requests to the technology management board.
- E. The technology management board may convene such additional ad hoc committees as are determined to be necessary by the technology management board to focus on specific topics or issues. These committees shall review topics and report back findings to the technology management board.
- F. Formal votes shall be taken and recorded on all recommendations and endorsements.
- G. Members of the technology management board shall serve without compensation. (Ord. 14155 § 4, 2001).

2.16.07585 Project review board. A. The project review board is hereby created. The board shall act in an advisory capacity to the county's chief information officer in implementing the project management guidelines developed by the central information technology project management office as described in K.C.C. 2.16.0758 A through E. As appropriate, the board also may assume the project oversight role assigned to the project management office under K.C.C. 2.16.0758 F through K. The members shall be: the King County chief information officer, the assistant deputy county executive, the budget director and the director of the department of information and administrative services.

- B. The King County chief information officer shall serve as the chair of the project review board.
- C. Ad hoc project review teams may be convened as determined to be necessary by the project review board to focus on specific projects. Each ad hoc project review team will include the project's sponsoring agency director. These teams shall report back findings to the board.
- D. Formal votes shall be taken and recorded on all recommendations and endorsements.
- E. Members of the project review board shall serve without compensation. (Ord. 14155 § 5, 2001).

King County Strategic Technology Plan

Agency	Strategic Advisory Council	Business Management Council *	Project Review Board	Technology Management Board *
Chairs:	Ron Sims	David Martinez, CIO	David Martinez, CIO	David Martinez, CIO
Adult Detention		Susan Clawson		Tim Longley
Assessor	Scott Noble Assessor	Hoang Nguyen		Hoang Nguyen
Budget		Debora Gay	Steve Call	Jim Walsh
Community & Human Services		Randy Inouye		Teri Bednarski, Jean Darsie
Council	Dow Constantine Jane Hague	Ellen Petre		
Development & Environmental Svcs		Michael Frawley		Larry Faucher
District Court	Wesley Saint Clair Presiding Judge	Tricia Crozier		Cathy Grindle
Executive	Ron Sims, King County Executive		Rod Brandon, Sheryl Whitney	
Dept. of Executive Services		Caroline Whalen	Paul Tanaka	Kevin Kearns
Judicial Administration		Teresa Bailey		Joe Shuster
Natural Resources		Gary Hocking		Gary Hocking
Prosecuting Attorney	Norm Maleng-Prosecuting Attorney	David Ryan		Fred Flickinger
Public Health		Kathy Uhlorn		Patty Schwendeman
Sheriff's Office	Dave Reichert Sheriff	Pat Lee		Charlotte Dazell
Superior Court	Richard Eadie, Presiding Judge	Paul Sherfey		Betty Hopper
Transportation		Mary Petersen		Greg Scharrer, Peggy Willis
Office of Information & Resource Mgmt	David Martinez,CIO			
Private/Public Sector	Steve Elfman-Terabeam			
	Scott Boggs -Microsoft			
	Bret Arsenault-Microsoft			
	Todd Ramsey-IBM			
	Cynthia Mitchell-IBM			
	Manny Rivelo-Cisco			
	Stuart McKee - St. of WA			

Technology Governance Membership as of 9/26/02

King County Strategic Technology Plan

Agency	Technology Management Board			Business Management Council	
	Sub-Teams			Sub-Teams	
	Security	Infrastructure	Applications & Data	Finance & Budget	Privacy
Chairs:	Jim Keller	Kevin Kearns	Gary Lemenager	Dana Spencer	David Ryan
Adult Detention	Jeff Straughn	Tim Longley, John Slomnicki	Don DiJulio, Tim Longley	Tim Longley	Jeff Straughn
	Tim Longley				Tim Longley
Assessor	Hoang Nguyen	Hoang Nguyen	Hoang Nguyen	Hoang Nguyen	Hoang Nguyen
Budget	Jim Record	Gary Prince	Kerri Char	Jim Walsh	Jim Record
Community & Human Services	Fernando Llamas	Wes Hikida, Bruce Reed	Diep Nguyen, Bill Goldsmith, Scott MacCready	Jean Darsie, Teri Bednarski, Barbara Solomon, Randy Inouye	Fernando Llamas
Council					
Development & Environmental Svcs	Larry Faucher	Larry Faucher	Larry Faucher	Larry Faucher	Larry Faucher
District Court	Steve Ruegge	Cathy Grindle	Cathy Grindle	Cathy Grindle Charlotte Svendsen	Steve Ruegge
Executive					
Dept. of Executive Services	Brian Bothomley, David Putnam, Jim Buck, Tom Braman, Phil Hooks, Greg Padden	Joe Lovett, Sameul Cardenas, Jason Grove, Bob Neddo, Betty Richardson, Betsy Morton, Bob Quick	Zlata Kauzlaric, Eric Polzin, Don Robinson, Mike Bacnis, David Gooden, Keith Kilimann, Darryl Neer, Ken Dutcher, Bob Quick	Marsha Knight, Craig Soper, Connie Griffith, Don Robinson, Samuel Cardenas, Laurel Sheridan, Kevin Kearns	Brian Bothomley, David Putnam, Jim Buck, Tom Braman, Phil Hooks, Greg Padden
Judicial Administration	David Jones, Thomas Smith	David Baker, Thomas Smith	David Jones	Joe Shuster	David Jones, Thomas Smith
Natural Resources	Ken Willis, John Buffo, Deanna Duke, Anthony Stevens	Anthony Stevens, Gary Hocking, Nancy Bergstrom	Sue DeLaat, John Crum, Werner Hoeft, Dennis Higgins, Deanna Duke, Arnold Waters	Gary Hocking, Nancy Bergstrom, Dennis Dynes	Ken Willis, John Buffo, Deanna Duke, Anthony Stevens
Prosecuting Attorney	David Ryan	Fred Flickinger	Fred Flickinger	Fred Flickinger, David Ryan	David Ryan
Public Health	Brent Veenstra, Lisa Werlech	Kimberly Nygren, Ralph Johnson	Brent Veenstra	Patty Schwendeman	Brent Veenstra, Lisa Werlech
Sheriff's Office		Larry Rickwartz Dylan Joy	Cammie Reyes	Charlotte Dazell	
Superior Court	Kevin Daggett	Kevin Daggett	Hugh Kim	Betty Hopper	Kevin Daggett
Transportation	Carol Gagnat, Bill Blacknurn	Wayne Watanabe, Marcia Kamin	Dan Overgaard, Greg Scharrer	Greg Scharrer, Peggy Willis	Carol Gagnat, Bill Blacknurn
Office of Information & Resource Mgmt	Jim Keller, Dana Spencer	Jim Keller, Dana Spencer	Jim Keller, Dana Spencer	Jim Keller, Dana Spencer	Jim Keller, Dana Spencer

Technology Governance Membership as of 9/26/02

King County Strategic Technology Plan

Appendix C – King County Technology Guiding Principles

Guiding Principles for Information Technology	
<p>These guiding principles provide the policy framework to promote a standard and cost effective approach to delivering and operating information technology to achieve the goals of improving</p> <ul style="list-style-type: none"> efficiency customer service public access to our government transparency of and accountability for decisions 	
Central Review and Coordination of Information Technology	<ul style="list-style-type: none"> Information technology investments should be coordinated at a countywide level to leverage development efforts, reduce duplicative costs and ensure compatibility of systems.
Information Technology Enables Effective and Efficient Service Delivery	<ul style="list-style-type: none"> Funding approval through the technology governance structure should be based on a sound business case that documents measurable outcomes, including service delivery improvements. When assessing new software solutions, commercial off-the-shelf software packages that adequately meet the business requirements of the county are preferable to custom developed applications. The county should determine requirements and analyze both operational and financial business cases when evaluating the alternatives of building or buying new software applications. Information technology investments should be effectively managed and tied directly to service performance results. Investments in legacy systems should be limited to mandated and essential changes that can demonstrate extending the useful life of the system.
Information Technology Standards	<ul style="list-style-type: none"> Hardware, software, and methodologies for management and development should adhere to countywide standards adopted through the technology governance structure. Hardware and software should adhere to open (vendor independent) standards to promote flexibility, inter-operability, cost effectiveness, and mitigate the risk of dependence on individual vendors, where applicable. The County will proactively define and describe these standards in RFPs and other communications with vendors. Technology operations and project management should adhere to best practices to ensure consistency, achieve efficiencies, and maximize success. Technical staff should be provided with appropriate training to ensure effective management of information technology resources.
Access to Information and Services	<ul style="list-style-type: none"> Information and services should be provided using web-based technology with standard navigation tools and interfaces where appropriate. A reliable and secure communication and computer infrastructure should be provided to ensure seamless self-service access to information and services.
Business Process Improvement	<ul style="list-style-type: none"> Industry best practices should be applied to optimize business processes. When implementing commercial off-the-shelf software packages, the county should adopt and implement industry best practices, redesigning business processes as required in order to improve operations, minimize customization and speed the delivery of new business applications Comprehensive business solutions should be developed across organizational boundaries to cover end-to-end business processes. Data should be captured once and shared to reduce cost, duplication of effort and potential for error.
Privacy and Security	<ul style="list-style-type: none"> The county should adopt and implement an effective privacy policy that articulates the manner in which it collects, uses, and protects data, and the choices offered to protect personal information within the constraints of public disclosure law. Reasonable, cost-effective measures should be implemented to protect data, hardware and software from inappropriate or unauthorized use, alteration, loss or destruction. Auditable security measures should be part of the initial architecture and design as information technology solutions are developed and implemented.

King County Strategic Technology Plan

Appendix D – Motion #11482 - Endorsing the Strategic Technology Plan's Guiding Principles



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

September 20, 2002

Motion 11482

Proposed No. 2002-0294.1

Sponsors Hague and Constantine

A MOTION endorsing the Strategic Technology Plan's guiding principles.

WHEREAS, the office of information resource management has the duty under K.C.C. 2.16.035I to identify and establish short-range, mid-range and long-range objectives for information technology investments in the county and to prepare and recommend for council approval a county information technology strategic plan, and

WHEREAS, the strategic advisory council has the duty under K.C.C. 2.16.07582 to develop and recommend strategic objectives for information technology deployment countywide, and

WHEREAS, the executive has determined that the Strategic Technology Plan and the Guiding Principles presented in the plan, which are endorsed by the strategic advisory council, meet the intent of the county council in adopting the county code sections cited above, and

WHEREAS, the council understands that the executive has directed the chief information officer to prepare materials to support a discussion leading to an endorsement of the Strategic Technology Plan at the August 2002 meeting of the strategic advisory council, and

WHEREAS, the council has reviewed the report, Strategic Technology Plan, including the guiding principles in the plan;

NOW, THEREFORE, BE IT MOVED by the Council of King County:

The Strategic Technology Plan's guiding principles are hereby endorsed.

Motion 11482 was introduced on 7/8/2002 and passed by the Metropolitan King County Council on 7/29/2002, by the following vote:

Attachments

A. Navigating the Future - King County Strategic Technology Plan 2002

King County Strategic Technology Plan


Appendix E – Navigating the Future - King County Strategic Technology Plan 2002

The consultant's report, developed by Moss Adams, LLP, was delivered to the county in May 2002. The following link provides access to an electronic copy of the Strategic Technology Plan:


<http://www.metrokc.gov/oirm/projects/strategic.htm>

King County Strategic Technology Plan

Appendix F – Strategic Advisory Council Endorsement Presentation, September 5, 2002 (Revised)



King County
Technology Governance



Strategic Advisory Council

September 5, 2002

(With Updates from the Meeting)

9/5/2002

1

King County Strategic Technology Plan

LSJ Discussion

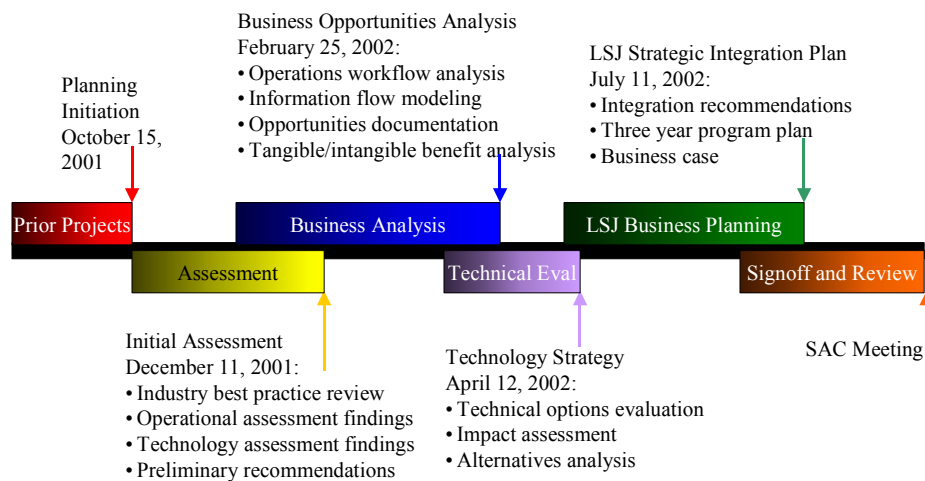
- Background
- Strategic Integration Plan review
 - LSJ business problem definition
 - Solutions and recommendations
 - Business case and plan
- Direction and next steps

9/5/2002

II. Law, Safety and Justice Integration

5

Strategic Integration Plan Overview



9/5/2002

II. Law, Safety and Justice Integration

6

King County Strategic Technology Plan



Business Summary

- Public safety
 - Police, Prosecutor, jail, courts do not have easy or complete access to criminal history or warrants
 - No one has complete inter-jurisdictional information
- Operational costs
 - Redundant activities exist across county agencies
 - Per-case operations are fixed and inflexible
 - Computing environment cannot support changes
- Emerging requirements
 - Adult Justice Operations Master Plan
 - Homeland security
 - Regional requirements
 - Industry best practices

9/5/2002

II. Law, Safety and Justice Integration

7



Business Case

- Solution – Program with multiple sub-projects to address specific business objectives
- Projected 10 year benefits = \$23 million
- Total costs = \$13 million
- 2003 costs = \$2.5 million
 - Includes now through Q1 2004
 - Includes all-in costs (LSJ agency time and resources ~\$500,000)

9/5/2002

II. Law, Safety and Justice Integration

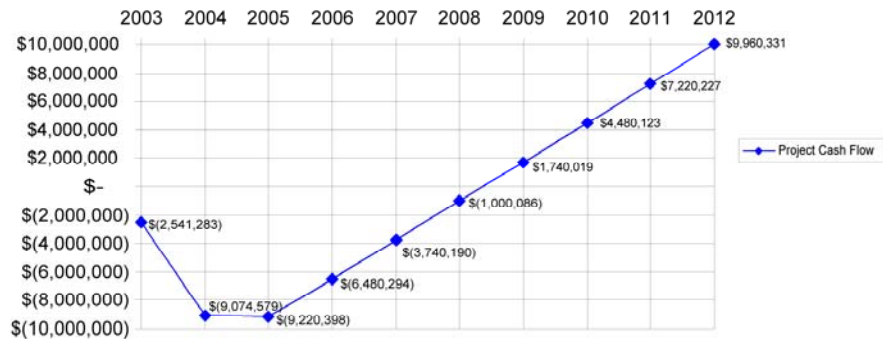
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King County Strategic Technology Plan



Business Case Model

Cost-Benefit Based Cash Flow



9/5/2002

II. Law, Safety and Justice Integration

9



Project Risks

- Oversight and control of a multi-million dollar, multi-year project
- Commitment and management of multiple agencies
- Mitigation measures
 - Incremental project model with multiple control points
 - Agreement among LSJ agencies regarding goals, roles, responsibilities, and authority of Sponsor

9/5/2002

II. Law, Safety and Justice Integration

10

King County Strategic Technology Plan

LSJ Agency Commitment

In support of the collective goals of the King County Law, Safety and Justice (LSJ) community, the members of the LSJ sub-committee of the Business Management Council mutually endorse this Strategic Integration Plan. We collectively seek to advance this plan and pursue the activities and initiatives both expressed and implied by this plan. The undersigned members therefore encourage and request the sponsorship and support of this plan by the department directors and elected officials within the LSJ community.


Susan Clawson, Adult and Juvenile Detention

7/1/02
Date


James Crane, Community and Human Services

7/15/02
Date


Tricia Crozier, King County District Court

7-8-02
Date


Pat Lee, King County Sheriff's Office

7/1/02
Date


Barbara Miner, Judicial Administration

July 3, 2002
Date


David Ryan, King County Prosecuting Attorney's Office

July 22, 2002
Date


Paul Sherfey, King County Superior Court

July 1, 2002
Date

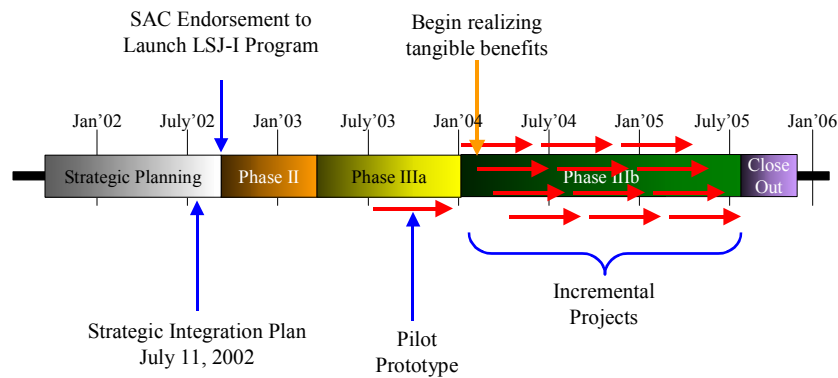
In support of the collective goals of the King County Law, Safety and Justice (LSJ) community, the members of the LSJ sub-committee of the Business Management Council mutually endorse this Strategic Integration Plan. We collectively seek to advance this plan and pursue the activities and initiatives both expressed and implied by this plan. The undersigned members therefore encourage and request the sponsorship and support of this plan by the department directors and elected officials within the LSJ community.

9/5/2002

II. Law, Safety and Justice Integration

11

Program Timeline



9/5/2002

II. Law, Safety and Justice Integration

12



Decisions and Next Steps

Decisions

- SAC endorsement of Strategic Integration Plan as a county-wide priority
- Endorse moving Law, Safety, and Justice Integration from an Opportunity to a Project
 - Endorsement of Business Sponsor
 - Agreement to create program management and oversight led by Executive

Next Steps

- Transmit a motion to approve the Strategic Integration Plan and Program Management Plan for Council approval

9/5/2002

II. Law, Safety and Justice Integration

13



Strategic Technology Plan Discussion

Discussion Topics

- Consultant Presentation
- Department Feedback
- Options for Endorsement
- Recommendation to SAC
- Decisions

9/5/2002

III. Strategic Technology Plan

15

King County Strategic Technology Plan



Planning Process

- Phase One – Fact Finding
- Phase Two – Analysis
- Phase Three – Plan Development

9/5/2002

III. Strategic Technology Plan - Consultant Presentation

17



Business Findings

- Decentralized organizational structure
- Changing environment
- Resource constraints
- Dated business processes
- Planning limitations
- Need for skill improvement
- Funding and accounting issues

9/5/2002

III. Strategic Technology Plan - Consultant Presentation

18

King County Strategic Technology Plan



Technology Findings

- Staff committed and know current systems
- Foundation architecture in place
- Basic operations activities
- Lack of standards
- Behind in e-Government
- Dated technology
- Disparate and legacy systems
- Data management often informal and lacking enterprise emphasis

9/5/2002

III. Strategic Technology Plan - Consultant Presentation

19



Strategy Formulation

- Definition – Strategies versus tactics
- Information leading to strategies
 - Business Goals, Needs, Assessment
- How strategies were selected

9/5/2002

III. Strategic Technology Plan - Consultant Presentation

20

King County Strategic Technology Plan



Department Feedback

- Interviews between the CIO and Departments occurred in July 2002
- Department comments have been documented and organized into categories
- Statistical summary represents the number of departments whose comments fit within a category
- Categories are not in hierarchical or order of importance

9/5/2002

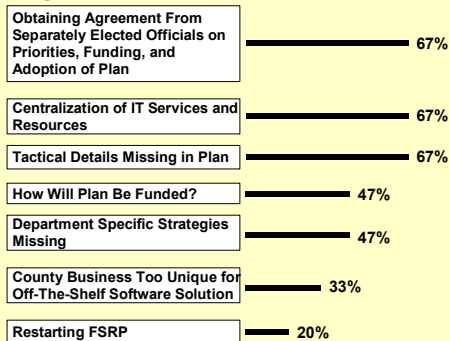
III. Strategic Technology Plan - Department Feedback

22

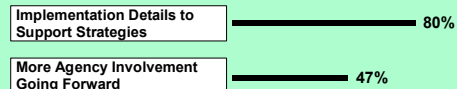


Department Feedback

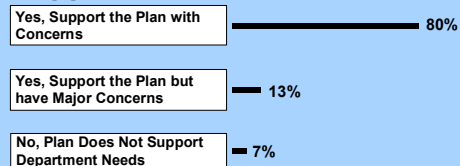
Department Concerns



Recommendations



Support the Plan





9/5/2002

III. Strategic Technology Plan - Department Feedback

23

King County Strategic Technology Plan

 <h2>Department Feedback</h2>		
Department Concerns <ul style="list-style-type: none">• When asked about the county's new Strategic Technology Plan, two-thirds (67%) of governance members were concerned whether agreement from the county's separately elected officials could be obtained on the Plan's priorities, funding, and adoption. In other words, will this Plan be the county's guide for future technology decisions or just another plan?• Beyond this global issue, centralization of IT services was another key topic of discussion (67%). Typically, this concern was about departments losing control over their technology services, resulting in unmet needs and poor service.• Almost half of the departments were concerned about how the plan would be funded (47%), given the high cost estimate to accomplish all 23 strategies presented in the Plan (in light of the county's current budget crisis).• Along this same line, concern was expressed about restarting FSRP (20%), in particular for funding this effort and questioning whether the county could be successful with this project.• Departments also expressed concern about the strategy promoting off-the-shelf software (33%) instead of the county building custom software. Typically, respondents said that the uniqueness of the county's business operation would not fit well with purchased software.• Lastly, concerns about items missing from the Plan were identified in two general areas: two-thirds (67%) of the departments said that tactical details for the implementation are missing from the Plan's strategies, and• Almost half of the departments interviewed (47%) said that the Plan did not include strategies specifically geared towards their department.		
Recommendations <ul style="list-style-type: none">• Recommendations focused on providing the CIO with implementation details to support the Plan's strategies (80%), ranging from a particular service to technology management. There may be a relationship between the high number of departments providing implementation recommendations to the CIO and those expressing concerns that tactical details for the Plan's strategies and specific strategies for their department are missing from the Plan.• Almost half of the departments (47%) wanted to make sure that their voices are heard in the future as the Plan's strategies are implemented.		
Support for the Plan <ul style="list-style-type: none">• Almost all departments support the plan, with 80% responding "yes" when asked if they support moving the plan forward and• An additional 13% responding "yes, with caveats."• Only one department (7%) does not support the Plan, saying that the Plan does not meet their department's needs.		
9/5/2002	III. Strategic Technology Plan - Department Feedback	24

 <h2>Options for Strategic Technology Plan Endorsement</h2>		
<ul style="list-style-type: none">■ Option 1: Endorse Plan "AS IS"■ Option 2: Reject Plan – Do Nothing■ Option 3: Endorse Plan Variation		
9/5/2002	III. Strategic Technology Plan - Options	26

King County Strategic Technology Plan



Option 1: Endorse Plan "AS IS"

Consultants' recommendations

PROS:

- A comprehensive plan:
 - Rectify current deficiencies
 - Set a coherent direction
- May provide improvement to county operations
- Provides a coherent technology direction

CONS:

- County's fiscal crisis limits ability to fund
- County's capacity for stated magnitude of change is not feasible
- Consultant approach does not address funding limitations or conditions
- Heavy emphasis on use of consultants
- Individual department's needs not addressed in Plan and may hinder departmental plans

9/5/2002

III. Strategic Technology Plan - Options

27



Option 2: Reject Plan – Do Nothing

Status Quo

- Continue operating without a coherent direction
- Retain fragmented objectives/goals
- Remain in reactive mode

PROS:

- NONE

CONS:

- Lack of a coherent direction or plan
- Always in reactive mode
- Difficulty in meeting changing business needs and priorities
- Missed opportunities for improvement
- Continue operating in an inefficient mode

9/5/2002

III. Strategic Technology Plan - Options

28

King County Strategic Technology Plan



Option 3: Endorse Plan Variation

Retain all 23 strategies, but deploy incrementally over time, in order to:

- Work within constraints of county's fiscal crisis
- Achieve opportunities and benefits outlined in consultants' recommendations

PROS:

- Provides a prioritized and realistic approach that is achievable for the county
- Provides a coherent technology direction
- Less reliance on consultants for services
- Allows for modifications necessary to meet the core business needs of departments

CONS:

- Higher reliance on internal resources
- Longer time to achieve opportunities and benefits than with consultant recommendation

9/5/2002

III. Strategic Technology Plan - Options

29



Recommendation to SAC Option 3: Endorse Plan Variation

Economic Constraints - Fiscal Crisis:

- General economic downturn/recession
- Annexations and Incorporations have reduced the county's tax base without substantially reducing responsibilities
- Costs of providing county services have grown faster than the rate of inflation
- Voter-approved initiative 747 limits property tax growth
(the county's single largest revenue source for general government and criminal justice services)
- State law changes have reduced county revenues for public health and criminal justice services
- Limits on the county's tax authority limits county resources available

9/5/2002

III. Strategic Technology Plan - Recommendation

31

King County Strategic Technology Plan



Recommendation to SAC Option 3: Endorse Plan Variation

Why Option 3:

- Compromise between Options 1 and 2 that is doable within existing economic constraints
- Maximizes the county's existing resources
- Innovative approach - does more with county resources in a manageable and incremental fashion
- Achieves consultant's stated objectives and benefits over a longer span of time
- Upfront startup costs significantly reduced (including capital investments, additional FTEs, and consulting)

9/5/2002

III. Strategic Technology Plan - Recommendation

32



Recommendation to SAC Package Summary

- IT Investment Criteria
- Priority Strategies
 - Law, Safety, and Justice Integration
 - Business Continuity
 - Information Security and Privacy
 - Network Infrastructure Optimization
 - E-Commerce
- Approach for Addressing Remaining Strategies

9/5/2002

III. Strategic Technology Plan - Recommendation

33

King County Strategic Technology Plan



IT Investment Criteria

Strategic Investments

Provide for the long-term ability to effectively manage.

- Each department should have an Information Technology Plan aligned with a Business Plan and the King County Strategic Technology Plan
- The technology governance will facilitate the implementation of countywide technology priorities
- Investments will be prioritized for funding consideration as part of the Project Review Board
- Investments should address one or more of the following:
 - Enable the county to achieve defined strategic business objectives
 - Provide for critical and essential health or life-saving services to citizens
 - Streamline business operations using cost-effective technology
 - Achieve direct cost savings over the cost of current operations
 - Leverage existing investments
 - Federal and state mandates

9/5/2002

III. Strategic Technology Plan - Recommendation

1



IT Investment Criteria (continued)

Infrastructure and Operational Investments

Implement tactical plans based on department's Information Technology Plan.

Investments should use competitive procurement processes to bundle purchases across agencies to achieve economies of scale

Investment in information technology operations should be limited to:


- Repairing or replacing defective or failing systems
- Achieving cost-effective compliance with legally-mandated, vendor support, or licensing requirements
- Upgrades or replacements that will result in documented cost savings
- Preventing disruption to business operations
- Accommodating employee special needs (e.g. ADA compliance)


9/5/2002

III. Strategic Technology Plan - Recommendation


35


King County Strategic Technology Plan

 <h2>Priority Strategies</h2> <h3>LSJ Integration</h3>	
Description	Streamline justice agency operations, and improve public safety, through the improved access to and management of criminal case information
Urgency	<ul style="list-style-type: none"> ■ Inability to control back-office operational costs ■ Emerging requirement for effective public safety ■ External factors (e.g., homeland security, regional initiatives, etc.)
Approach	<ul style="list-style-type: none"> ■ Initiate and fund centralized program structure ■ First step requires comprehensive analysis and design effort ■ Implementation plan will involve incremental sub-projects
Outcomes	<ul style="list-style-type: none"> ■ Cost reductions associated with eliminating redundancies in information management ■ Increased capabilities for regional public safety efforts
Expectations/Assumptions	<ul style="list-style-type: none"> ■ Requires high level of commitment by county leadership ■ Likely middleware solution deployed within existing technical infrastructure
<div>9/5/2002</div> <div>III. Strategic Technology Plan - Recommendation</div> <div>36</div>	


 <h2>Priority Strategies</h2> <h3>Business Continuity</h3>	
Description	Establish and implement a countywide business continuity plan for critical operations
Urgency	There is no information technology (IT) business continuity plan in place to support mission critical operations in the event of an emergency or a disaster
Approach	<p>The countywide business continuity plan will be addressed in two phases:</p> <ul style="list-style-type: none"> ■ Phase 1: Coordinate with the Emergency Management Center (EMC) to include IT infrastructure in the EMC plan; Identify critical business operations; Obtain countywide decisions from the Executive; Incremental implementation supporting the plan ■ Phase 2: Complete incremental implementation for critical operations as identified in the plan; Define countywide disaster recovery, contingency planning, and business resumption for all IT systems
Outcomes	<ul style="list-style-type: none"> ■ Phase 1: In first 12 months, develop and begin implementing plan for critical operations and conduct one simulation in coordination with EMC ■ Phase 2: 2004-2005 complete implementation for critical operations; Countywide disaster recovery, business continuity, and business resumption plans in place
Expectations/Assumptions	<ul style="list-style-type: none"> ■ Commitment and participation by all agencies to support this effort ■ Co-implementation responsibilities with Emergency Management Center ■ Executive will make decision on what constitutes critical operations
<div>9/5/2002</div> <div>III. Strategic Technology Plan - Recommendation</div> <div>37</div>	


King County Strategic Technology Plan

 Priority Strategies Information Security and Privacy	
Description	Secure county information and systems by making employee security roles clear, providing for training and awareness, and implementing policies, procedures, and improvements
Urgency	<ul style="list-style-type: none"> No countywide plan exists to address current information technology (IT) security deficiencies such as: incomplete policies, standards, and oversight We are at risk due to lack of clarity of roles and responsibilities for IT security and privacy
Approach	<ul style="list-style-type: none"> Conduct assessment and identify critical deficiencies Develop information security and privacy training plan and conduct in 2003 Develop guidelines for roles and responsibilities Incremental implementation for critical deficiencies in 2003, others in 2004-2005 Develop an organizational model for the county
Outcomes	<ul style="list-style-type: none"> All employees will know their roles and duties related to IT security Policies, standards, and improvements in place to address IT security and privacy deficiencies (e.g. compliance with HIPAA regulations and responding to Homeland Security)
Expectations/Assumptions	<ul style="list-style-type: none"> Commitment and participation by all agencies The Executive will approve the Security Plan for the county Continuously communicate progress to agencies
9/5/2002 III. Strategic Technology Plan - Recommendation 38	


 Priority Strategies Network Infrastructure Optimization	
Description	Develop a strategic plan to optimize the existing network infrastructure (KC-WAN, Telecommunications, and Institutional Network) with a phased implementation plan as follows: immediate opportunities, operational efficiencies and convergence.
Urgency	<ul style="list-style-type: none"> Cap expenditure growth trend on network costs Identify savings opportunities No management plan in place
Approach	<ul style="list-style-type: none"> Work program that identifies immediate cost savings opportunities Conduct pilots (unified messaging and other proof of concept efforts) Conduct operational assessment Develop Business case Plan and design for converging existing voice, data and video networks
Outcomes	<ul style="list-style-type: none"> Assessment findings report and pilot evaluation report Strategic Network Optimization Plan & Design Business case followed by incremental implementations
Expectations/Assumptions	<ul style="list-style-type: none"> Findings from pilot evaluations to validate and inform design options Renegotiate and leverage off existing vendor contracts for savings opportunities Decrease dependence on vendors and increase dependence on county assets Maximize existing county owned resources (fiber, facilities, etc.)
9/5/2002 III. Strategic Technology Plan - Recommendation 39	


King County Strategic Technology Plan

 <h2>Priority Strategies</h2> <h3>E-Commerce</h3>	
Description	Deliver e-commerce services that are accessible, fast, reliable, secure, cost-effective and will streamline services to the public
Urgency	Public expects government services to be available online
Approach	<ul style="list-style-type: none"> ■ Pilot e-commerce services in 3 or 4 business areas ■ Deploy agency e-commerce services based on a sound business case for each
Outcomes	<ul style="list-style-type: none"> ■ E-Commerce pilot projects completed and lessons have been learned ■ E-Commerce policies, standards, and guidelines are established ■ E-Commerce utility is in place and ready for agency deployments
Expectations/ Assumptions	<ul style="list-style-type: none"> ■ Successfully utilize the State of Washington's digital government infrastructure, tools, and contracts ■ Provide 24/7 online services without increasing complexity and cost of business operations
<div>9/5/2002</div> <div>III. Strategic Technology Plan - Recommendation</div> <div>40</div>	

 <h2>Priority Strategies</h2> <h3>Approach for Addressing Remaining Strategies</h3>	
Description	Ongoing approach to address priorities and implement within existing resources, through the technology governance
Urgency	<p>The consultant report identified many deficiencies, such as:</p> <ul style="list-style-type: none"> ■ Lack of standardized infrastructure, hardware, applications software ■ Lack of uniform approach to integration and data management ■ Heavily customized applications that are difficult to maintain ■ Lack of performance measurement, designs, plans, and project management capabilities ■ Lack of service agreements, help desk coordination, and asset management
Approach	<ul style="list-style-type: none"> ■ Address as part of the technology governance agenda and develop plans to address the highest priorities first
Outcomes	<ul style="list-style-type: none"> ■ Work program to address deficiencies ■ Realize benefits called out in the Strategic Technology Plan
Expectations/ Assumptions	<ul style="list-style-type: none"> ■ Incremental plans and implementation as resources allow
<div>9/5/2002</div> <div>III. Strategic Technology Plan - Recommendation</div> <div>41</div>	

King County Strategic Technology Plan

<div>  <h2>Priority Strategies</h2> <h3>Approach for Addressing Remaining Strategies</h3> </div>			
Strategies	2003	2004	2005
Operations	Reorganize Technology Functions - D4: Operational assessment, Business case	Implement decisions	Evaluate & measure results
	Enterprise Applications - C9: Quantifiable business case	Implement decisions	Evaluate & measure results
	Hardware Consolidation - C5:	Opportunity analysis, Business case	Business case, Incremental implementation
	Help Desk - A2:	Operations model, Business case	Business case, Implement decisions
Architecture	Standardize Technology - C1: Develop standard architecture & portfolio	Develop transition plan	Incremental implementation
	Web-based Technology - C2:	Develop standard architecture & portfolio	Develop transition plan
	Intranet/Extranet - A5:	Develop standard architecture & portfolio	Develop transition plan
	Commercial Applications - C4:	Develop & implement policy & guidelines	Adhere to policies & guidelines
	Enterprise Data Mgmt - C7:	Develop framework	Business case, Implement decision
	Application Integration - C3:	Enterprise integration plan & guidelines	Approve & adopt plans & guidelines
Management	Performance Measurement - D1: Develop model, templates, & guidelines	Implement	Implement
	Develop Technology Plans - D2: Develop methodology & guidelines	Implement methodology & guidelines	Adhere to methodology & guidelines
	Project Management - D3: Develop methodology & guidelines	Implement methodology & guidelines	Monitor for compliance
	Service-Level Agreements - A1: Develop methodology & guidelines	Implement methodology & guidelines	Adhere to methodology & guidelines
	Digital Academy- A3: E-Commerce pilot participation	Countywide training program	Countywide training program
	Asset Management - B1:	Develop methodology & guidelines	Implement methodology & guidelines
	Standard Operating Procedures - B2:	Develop methodology & guidelines	Implement methodology & guidelines
	Specialized Training - D5:	Identify critical needs, incremental impl.	Incremental implementation
9/5/2002	III. Strategic Technology Plan - Recommendation		42

<div>  <h2>Decision on Direction</h2> </div>	
<input type="checkbox"/>	Option 1: Endorse Plan “As Is”
<input type="checkbox"/>	Option 2: Reject Plan – Do Nothing
<input checked="" type="checkbox"/>	Option 3: Endorse Plan Variation
9/5/2002	III. Strategic Technology Plan - Decisions

King County Strategic Technology Plan



SAC Endorsement of Option 3 Components

Option 3 – Strategic Technology Plan Variation

- ☒ IT Investment Criteria
- ☒ Priority Strategies
 - ☒ Law, Safety, and Justice Integration
 - ☒ Business Continuity
 - ☒ Information Security and Privacy
 - ☒ Network Infrastructure Optimization
 - ☒ E-Commerce
- ☒ Approach for Addressing Remaining Strategies

9/5/2002

III. Strategic Technology Plan - Decisions

45